



SOMERVILLE, MA

A REPORT ON WELLBEING





Powderhouse Square

SOMERVILLE: A REPORT ON WELLBEING

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Mayor Joseph A. Curtatone



It may seem odd for a city government to ask people how happy they are. Traditionally government just does what it does and hopes people are happy with it, or at least not actively angry.

Yet what is the purpose of government if not to enhance the well-being of the public? We are public servants and we should be focused on making your life better. Our orienting values in Somerville are that we should be a great place to live, work, play and raise a family. The happiness survey is a way for us to get hard data on how well we are delivering on those values.

City government maintains the streets, runs the schools, oversees public safety, builds parks, throws festivals and runs programs for people in every demographic. If we are doing our job well, it should enhance your quality of life. And getting a better sense of how our efforts impact people's lives is just good customer service.

An interesting thing we learned along the way is that people like being asked how happy they are. Government should care about their well-being, at least if it wants to make meaningful decisions within its own community. People appreciated the effort on our part.

Our ultimate hope is this survey can help us better understand our community and make better informed decisions in the future.

JOE CURTATONE
MAYOR OF SOMERVILLE

EXECUTIVE SUMMARY

7.5

Average
response to
“How
happy are
you right
now?”

7.7

Average
response to
“How
satisfied
are you
with life in
general?”

7.7

Average
response
to “How
satisfied
are you
with
Somerville?”

SUMMARY

Somerville's wellbeing survey has reconfirmed many of the things that scientists have reported over the last several years – that married people tend to be happier than singles, for example, or that subjective wellbeing is a u-shaped graph, with a dip in happiness as people enter middle life but then a surprising recovery with the transition into old age. But the data also revealed insights that are unique to Somerville.

FINDINGS//

These are some of the many findings to emerge from the survey responses:

- Subjective wellbeing is correlated to satisfaction with the city of Somerville
- The beauty and physical setting of Somerville is a relatively important factor in how people rate their satisfaction with the city
- Residents in the zero-sort pilot area were significantly happier with the city's recycling program
- People tended to rate their momentary happiness lower than their life satisfaction
- The beauty and maintenance of parks played an important role in how people rated their neighborhoods. So did the quality of public schools and people's perceptions of the police force

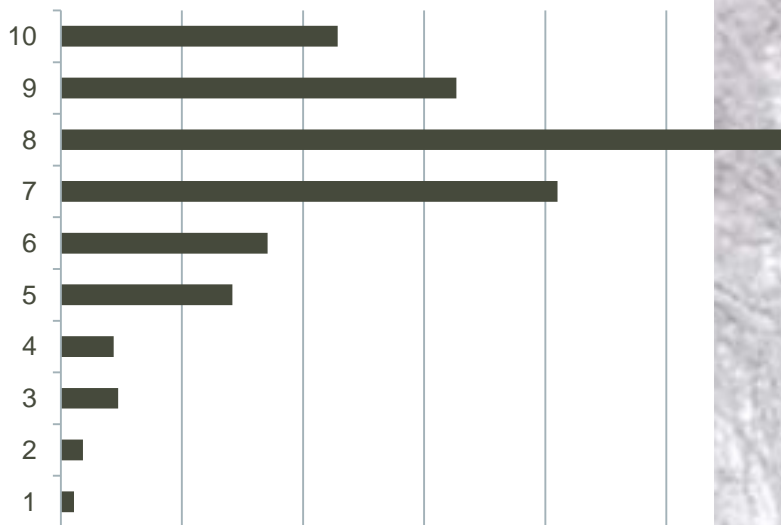
DOING WELL, THANK YOU//

Another "finding" of this project is that people appreciated the city's effort to measure their wellbeing. As one resident put it, "I remember filling in the census form and actually feeling a little happier when I got to the part where it asked me to rate my happiness. It actually made my evening, and I mailed the form the next morning. It was the best census form I ever completed!" (Comment from Boston.com).

Moving forward, the city hopes to hold further conversations with residents about happiness and health, and perhaps even create a wellbeing index to capture changes over time. By refining its methodology and partnering with other communities, Somerville hopes to advance its understanding of how policy effects happiness.

VISUAL//

The following is a plot of responses to the question, "how happy are you right now," showing how responses were distributed



SETTING A PRECEDENT: BACKGROUND



Somerville houses with Boston skyline



BACKGROUND

07

Somerville has been called “Fit City,” an “All-American City” and the “**Best Run City**” in the state of Massachusetts. Despite some of the lowest general-fund expenditures in the Commonwealth, Mayor Curtatone has been able to keep service levels high. That is because he has made **data collection** a hallmark of his administration, and he has used the data to address quality-of-life issues. Perhaps it was no surprise, then, that Somerville would be the first city in the United States to measure subjective wellbeing in a citywide survey.

A LEADER//

Somerville is the first city in the United States to survey its residents on their happiness and wellbeing. Other organizations have performed such surveys - notably Gallup Inc., and Sustainable Seattle - but ours is the first municipality to spearhead its own survey and send a copy to each household.

The idea came from news reports of David Cameron's attempt to create a wellbeing index as well as stories of the longstanding attempt by Bhutan to track gross national happiness. Those, along with various reports and publications from academia, provided the impetus for our survey.

ABOUT SOMERVILLE//

Somerville is a hub of innovation. Its location in the research triangle of MIT, Harvard and Tufts concentrates talent in the area, and an adaptive approach to leadership keeps the city government agile and at the leading edge.

Mayor Curtatone's administration in particular is known for its innovative policies. As a young alderman, Curtatone ran for mayor on a platform of data analysis. Since then, he has pioneered the use of data to improve residents' health, gaining national recognition for his Shape up Somerville program.

1st

*Somerville
is the 1st
city in the
US to
measure
happiness*

BACKGROUND IN DETAIL//

In January 2011, Tara Acker, the Director of SomerStat, had an idea to begin measuring wellbeing. At that time, happiness research was frequently in the headlines due to David Cameron's announcement that the United Kingdom would create what he called a "wellbeing index." Still, the concept of using data on happiness to inform policy was new, and no other government apart from Bhutan had considered surveying residents on their subjective wellbeing.

What would the new datasets show? How would the city be perceived by residents, who obviously were not accustomed to survey questions on happiness? What impact, if any, would such data have on policy? Despite the many questions, Mayor Curtatone felt certain the project held promise and asked Acker to research the potential policy uses more thoroughly.

Acker and Daniel Hadley from SomerStat poured over reports from professors, pundits and politicians. Key findings were shared with the Mayor's Office via frequent discussions about the implications of happiness research.

Early on, Somerville also reached out to academics for help – most notably renowned happiness expert Daniel Gilbert, who is a psychology professor at nearby Harvard University (see the methodology section). These partnerships were crucial in advancing the city's understanding of relevant issues.

The proximity to Harvard made it easy to work with Professor Gilbert, and the fact that Somerville was about to send out its annual census meant that they could offer something in return: a large data set.

Finally, SomerStat was fortunate to find a polling expert who was willing to consult the city on how to perform telephone surveys in-house. The city's 311 operators were put to work asking local residents about their wellbeing.

All of these factors converged to allow Somerville to lead the way on this important initiative (and at minimal cost to local residents).

Given the ground-breaking nature of the wellbeing survey, it was not long before members of the press took interest. First the *Christian Science Monitor* ran a piece, and then John Tierney from the *New York Times* wrote a front-page article that appeared in newspapers around the country. Somerville officials welcomed the interest in the hope that it would create new partnership opportunities, and that it might inspire other communities to consider measuring wellbeing.

MORE ABOUT SOMERVILLE//

Somerville is a densely populated, diverse, and creative city. It has a young population, with many college students and high-tech professionals.

Local planners expect development of the city to pick up rapidly once the MBTA Green Line subway extension is complete, which will provide public transportation access to traditionally underserved neighborhoods.

80,000

Population
of
Somerville

52

Languages
spoken by
city
residents

LISTENING TO THE PEOPLE: METHODOLOGY

Davis Square



METHODOLOGY

“The data may show nothing of interest or they may hold big surprises — you just can’t tell until you collect them,” Daniel Gilbert of Harvard University told the *New York Times*. “But given that it costs nothing to add some questions about happiness to a census that is already going out, why wouldn’t you?” As this quote indicates, Somerville employees were able to carry out the wellbeing survey on a shoestring budget while still ensuring quality results.

ADVICE FROM AN EXPERT//

The city was fortunate to partner with Daniel Gilbert, who is known not only for the rigor of his academic research but also for his ability to convey complex scientific concepts to a lay audience.

In fact, the questions that he proposed bear his signature style. Simple and direct, they ask respondents to use a ten-point scale to rate both momentary happiness and overall life satisfaction. In contrast to other questions that are commonly used on wellbeing surveys, these questions stand out for their pithy precision.

The partnership was fruitful for everyone involved. As it happened, the Elections Department was about to send out its citywide census form. This allowed professor Gilbert and the analysts from SomerStat to amass a large amount of data at a small marginal cost. The result was a rare opportunity to advance scientific research while creating a new policy emphasis.

FILLING IN THE GAPS//

To round out the census survey, SomerStat also worked with a polling expert to conduct random phone and email surveys. The work was all done in-house to avoid the heavy price tag of a professional polling firm.

Using these other media allowed SomerStat analysts to check the results of the census mailing and add more questions to the original one-page survey. The longer phone survey matches certain questions with surveys that were performed in 2006 and 2008. The advantage of doing the work in-house was that the cost was significantly lower, but the quality remained equal.

In all, the city performed 6,167 surveys through the census mailing, 200 by phone, and 360 online.

6,727

Total number of surveys collected online, over the phone and through the census mailing

METHODOLOGY IN DETAIL//

As described previously, the city used three different collection methods:

- citywide mailing
- random-number dialing
- web-based surveys

Each of these required different methodological concerns.

For the **mail-in** form, the concern was creating a survey that was easy to understand and concise (it needed to fit on one 8.5x11 sheet of paper to be mailed with the city census). In addition to Professor Gilbert's questions, SomerStat chose others based on reports from successful surveys that were performed in major cities throughout the United States. Thus, even though there are not many questions, they tend to correlate highly with resident satisfaction and wellbeing.

For the **telephone** survey, the city had a goal to perform the work in-house (in order to save money) without sacrificing quality or biasing the results.

Fortunately, SomerStat was able to arrange for a polling expert named Niels Jensen to train 311 operators on how to perform a municipal survey. In fact, Niels completed many of the surveys himself, and then arranged for statistics experts to consult on how to analyze the data.

Analyzing the demographics, Niels also suggested that the city create an **online survey**, which would capture the opinions of younger residents not easily reached by telephone. All of these results were combined and then analyzed in Stata, Excel and R.

As is often the case with surveys, the demographics from the sample do not match the demographics from the target population. These discrepancies can be seen in the following chart of data from the 2010 federal census.

Age Group	Population	Sample
18-24 years old	16%	3%
25-34	36%	24%
35-44	16%	21%
45-54	12%	19%
55-64	9%	15%
65-74	5%	9%
75 years or older	5%	8%

To correct for certain sampling biases, SomerStat applied age and race weights to the data. These weights do not entirely correct for the fact that certain demographics are underrepresented (e.g. Latinos), but they help level the results.

LESSONS LEARNED//

Capturing a representative sample was not the only challenge for SomerStat. It was also important to safeguard personal information so that respondents felt they could answer truly anonymously. Some people felt uncomfortable sharing information on their personal wellbeing. For the most part, however, residents were forthcoming, and seemed pleased that the city took an interest in their feelings.

FINDINGS

Father and son in front of Powderhouse Square



FINDINGS

Part psychology survey, and part customer satisfaction, the results reveal new insights into how residents perceive Somerville. Daniel Gilbert put it well when he said, “Social policies are always meant to promote things that promote happiness, so how could it be a bad idea to measure directly the very thing you are trying to maximize?” Although this is a modest effort, the findings help uncover a link between city services and wellbeing.

HAPPINESS//

The reason for separating momentary happiness from life satisfaction became clear when we began to analyze the data. Although the two are correlated, people tend to have a more optimistic view of their life as a whole than of their momentary wellbeing.

Interestingly, however, both life satisfaction and momentary happiness were correlated to how people rate their city and their neighborhood. As satisfaction with the city went up, so did people's happiness scores.

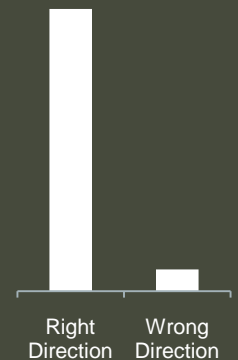
Correlation does not mean causation. It's possible that happier people have a rosier view of the city; but in this case, it is not a stretch to imagine that living in a clean, beautiful, efficiently run city is making people happier.

CITY SERVICES//

Certain services are more closely correlated to satisfaction with the city than others. Some, surprisingly, were not correlated at all, or had a tenuous relationship to how residents ranked their satisfaction with Somerville.

After controlling for income and other demographic factors, a few services stood out as having the strongest relationship to satisfaction with the city and its neighborhoods:

- Traffic and parking enforcement
- Appearance and maintenance of parks
- Code enforcement
- Public schools
- The effectiveness of the police
- The beauty or physical setting of the city



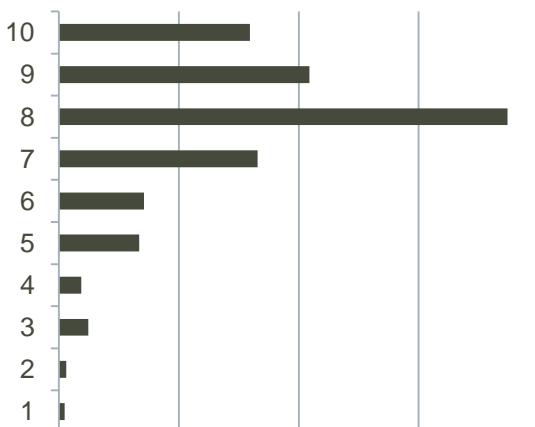
Overall, would you say that Somerville is moving in the right direction or the wrong direction?

HAPPINESS IN DETAIL//

The only drawback to being the first city to measure happiness is that there are no other datasets to compare Somerville's data to. Is an average of 7.5 good as far as happiness is concerned? Is Somerville happier than other places? We cannot be certain until other cities begin to measure wellbeing too. That said, it is still instructive to examine the responses, particularly how they correlate to other factors.

According to our data, 15% of the variation in momentary happiness can be explained by overall satisfaction with the city. This is true in both the smaller data set, which contains random phone and email responses, and the larger one from the census questionnaire. In other words, there is a consistent correlation between happiness and satisfaction with the city.

The following is the weighted distribution of answers to the question "how satisfied are you with your life in general?"



CITY SERVICES IN DETAIL//

Given Somerville's finding that personal happiness and satisfaction with the city are related, the following questions become even more important: what sorts of things can the city do to increase customer satisfaction? What factors are most closely correlated to happiness with the city (and therefore to general wellbeing)?

As mentioned in the introduction to this section, the answer to these questions is a mixture of the more prosaic things that all cities must concentrate on, and a surprising number of factors that deal with the beauty and general aesthetics of the community.

Cities including Somerville have long known about the basics - keep the streets safe through effective police work, regulate traffic and parking fairly, and continuously improve public schools. That is why SomerStat staff were somewhat surprised by the relative importance of less prosaic factors, like beauty and the appearance of parks.

In sum, to increase happiness a city must think holistically. It is not enough to simply carry out the day-to-day activities, like road maintenance and sidewalk repairs. Those are important, but to increase satisfaction, a city must also think about how such actions affect the city overall. What impact are we having on the *look* and *feel* of the city? Are we making it a better place to live, work, play and raise a family?

19%

Variation in residents' satisfaction with the city that can be explained by ratings of the beauty or physical setting of Somerville

FUTURE RESEARCH//

This was only the inaugural effort of what the city hopes will be a longstanding tradition of measuring wellbeing. Many questions remain partially or fully unanswered. Future studies, performed not only by Somerville but also by scientists and, we hope, eventually the leaders of other cities, will shed more light on the complex causes of wellbeing.

In Somerville's survey one outlier, Ward 1, reported high happiness scores but low neighborhood satisfaction, making it a worthy subject of future research.

Whereas in most wards the average happiness score was higher than ratings of neighborhood satisfaction, Ward 1's scores looked like this:



This appears to be an issue with the sample size ($n=35$), but there may be something more profound at work, which future studies could possibly uncover.

Another topic that deserves more research is the complex relationship between happiness and how similar respondents are to the people around them. It seems that on the high end of the similarity scale, there is a simple correlation: greater similarity correlates with greater happiness. But that same relationship does not hold true for people who profess to being different to others around them.



POLICY IMPLICATIONS//

It may be that it is simply too early to reach certain policy conclusions from the happiness data. Somerville has taken the important first step to begin tracking its residents' wellbeing, but there are still conversations to be had about what this data ultimately means for city government.

Nevertheless, we consider this survey a success in that the data have already pointed us toward new policies and important policy considerations for the future.

For example, the city recently allocated more resources to the Traffic and Parking Department, largely due to suggestions that came in through the survey. Mayor Curtatone also announced his intention to use data from the survey to examine and improve customer service in other key departments where it seems to be lagging.

One of the clearest policy implications comes from information on the zero-sort recycling program. Breaking the data down by Ward, SomerStat analysts discovered that in Ward 5, where the city had enacted a zero-sort pilot program, residents were significantly happier with the recycling services. This has helped inform the city's decision to go citywide with zero-sort recycling.

Top Requests for Service Improvements

1. Increase staff and hours at Traffic and Parking
2. Better online payment systems
3. Reconsider policies around parking
4. Communicate more frequently through the website





APPENDIX

Cycling in the streets



A: MAIL-IN CENSUS FORM

Well-Being & Community Survey

Dear Somerville Resident,

This survey is completely voluntary and anonymous. Do not write your name or any other identifying information on this sheet.

PART I

How happy do you feel right now? (check a box on the scale below)

--	--	--	--	--	--	--	--	--	--

I FEEL VERY UNHAPPY
RIGHT NOW

I FEEL VERY HAPPY
RIGHT NOW

How satisfied are you with your life in general? (check a box on the scale below)

--	--	--	--	--	--	--	--	--	--

I AM VERY UNSATISFIED
WITH MY LIFE

I AM VERY SATISFIED
WITH MY LIFE

In general, how similar are you to other people you know? (check a box on the scale below)

--	--	--	--	--	--	--	--	--	--

I AM NOT VERY SIMILAR
TO OTHER PEOPLE I KNOW

I AM VERY SIMILAR
TO OTHER PEOPLE I KNOW

When making decisions, are you more likely to seek advice or decide for yourself? (check a box on the scale below)

--	--	--	--	--	--	--	--	--	--

I TEND TO SEEK ADVICE

I TEND TO DECIDE FOR MYSELF

Taking everything into account, how satisfied are you with Somerville as a place to live?

NOT AT ALL SATISFIED

How would you rate the following? (circle one number for each)

What is your annual household income?

- ☐ Less than \$10,000
☐ \$10,000 - \$19,999
☐ \$20,000 - \$29,999
☐ \$30,000 - \$39,999
☐ \$40,000 - \$49,999
☐ \$50,000 - \$59,999
☐ \$60,000 - \$69,999
☐ \$70,000 - \$79,999
☐ \$80,000 - \$89,999
☐ \$90,000 - \$99,999
☐ \$100,000 and up

B: PHONE SURVEY

Hi, my name is _____. I am calling on behalf of the City of Somerville. We are gathering opinions on some important issues that will affect the city and its residents. All of your responses you will be completely confidential. Would you have a few minutes to answer some questions?

Just to verify, do you reside within the City of Somerville?

(IF YES) PROCEED WITH SURVEY
(IF NO) THANK AND TERMINATE

Are you at least 18 years of age?

(IF YES) PROCEED WITH SURVEY
(IF NO) THANK AND TERMINATE

There are two parts to this survey. In the first part, we will briefly ask about your happiness and life satisfaction. This is part of an effort to collect more data on residents' wellbeing. The second part will consist of questions on the City's services. Again, all of your responses will be kept confidential. All responses you give are kept confidential. We would appreciate your participation. May I begin the questions? Are you over 18?

1. How happy do you feel right now? Please use a scale of 1-10, where 1 means "I feel very unhappy right now" and 10 means "I feel very happy right now" [1 to 10 scale]
2. How satisfied are you with your life in general? Please use a scale of 1-10, where 1 means "I am very unsatisfied with my life" and 10 means "I am very satisfied with my life"[1 to 10 scale]
3. In general, how similar are you to other people you know? Please use a scale of 1-10, where 1 means "I am not very similar to other people I know" and 10 means "I am very similar to other people I know"
4. When making decisions, are you more likely to seek advice or decide for yourself? Please use a scale of 1-10, where 1 means "I tend to seek advice" and 10 means "I tend to decide for myself"
5. Taking everything into account, how satisfied are you with Somerville as a place to live? Please use a scale of 1-10, where 1 means "not at all satisfied" and 10 means "extremely satisfied"
6. How satisfied are you with your neighborhood as a place to live? Please use a scale of 1-10, where 1 means "not at all satisfied" and 10 means "extremely satisfied"
7. How long have you lived in Somerville?
 - [01] Less than a year
 - [02] 1-3 years
 - [03] 4-7 years
 - [04] 8-10 years
 - [05] 11-15 years
 - [06] 16-20 years
 - [07] More than 20 years
 - [98] Refused [Thank and terminate]
8. Which ward of Somerville do you live in?
 - [01] Ward 1
 - [02] Ward 2
 - [03] Ward 3
 - [04] Ward 4
 - [05] Ward 5
 - [06] Ward 6
 - [07] Ward 7
 - [97] Don't Know

[97] Don't Know
[98] Refused

9. Q1. Overall, would you say that the City of Somerville is moving in the right direction or the wrong direction?

[01] Right direction
[02] Wrong direction
[97] Don't know (do not read)
[98] Refused (do not read)

10 (A-P).Q7. On a scale of 1-5, 1 being very dissatisfied, 5 being very satisfied, please rate your satisfaction with the following City services: [include a Not Applicable, Refused and Don't Know option that will not be read] [Rotate List]

a. Services for youth	
b. Police services	
c. Fire services	
d. Public schools	
e. Traffic enforcement	
f. Garbage collection	
g. Recycling	
h. Yard waste pick-up	
i. Street maintenance (pot holes, paving, etc.)	
j. Street cleaning	
k. Snow removal	
l. Sidewalk maintenance	
m. Recreation programs	
n. Appearance/ maintenance of parks	
o. Code enforcement (weeds, abandoned buildings, etc.)	
p. Public library services	

11. Q8. When it comes to parking enforcement in your neighborhood, do you think:

[01] There is too little parking enforcement
[02] There is too much parking enforcement
[03] Parking enforcement is just about right

12 (A-G) Q16. In the past 12 months, how many times have you gotten information on City services from each of the following [Include a don't know/Not applicable and a refused option and do not read – RECORD EXACT NUMBER Rotatelist]

a. Visited city's website	
b. Called a city office	
c. Called 311	
d. Visited City Hall	
e. <i>Watched City Cable Television Programming or Announcement</i>	
f. Asked a friend or family member	
g. Any Other way [Please specify]	

13 (A-J) Q17. Using a scale of 1-5, 1 being very dissatisfied, 5 being very satisfied, please rate your overall satisfaction with the following departments in terms of customer service. Customer service includes any interaction with the department over the phone, in person, city mailings, bills or on the city webpage. If you have not interacted with the department in the past 12 months please let us know that as well. [rotate list –include a Not Applicable, Refused and Do Not Know response but do not read]

Department of Treasury? (e.g. payment of real estate taxes or auto excise tax)?	
---	--

City Clerk's Office? (e.g. requests for birth certificates, applications for marriage licenses, etc.)	
Department of Traffic and Parking? (e.g. parking ticket payments, renewals of resident permits, etc.)	
311 Call Center (e.g. requests for information or service)	
Police Department (e.g. requests for emergency or non-emergency services, submission of accident reports)	
Water/Sewer Department (e.g. payment of water bills)	
Public Works Department (e.g. requests for yard waste stickers or white good pick-up)	
Elections Department (e.g. voter registration, poll staffing, annual census)	
Inspectional Services Department (e.g. application for building permits)	
Libraries (e.g. requests for books or reference materials)	

14. Q18. How do you think the City can improve upon its customer service?
[Open response]

Finally I have just a few more questions for statistical purposes only:

15. Interviewer Record Gender (DO NOT ASK)

[01] Male

[02] Female

16. Which age group do you fall in?

[01] Under 18 years old [Ask to speak to someone over 18. If none terminate]

[02] 18-24 years old

[03] 25-34 years old

[04] 35-44 years old

[05] 45-54 years old

[06] 55-64 years old

[07] 65-74 years old

[08] 75 years or older

[98] Refused [Thank and terminate]

17. How many children under the age of 18 live in your household? [Record exact number]

[00] None

[97] Don't Know

[98] Refused

18. Q22. Do you own your home or rent?

[01] Own

[02] Rent

[96] Other Specify _____

[97] Don't Know

[98] Refused

19. Q23. If rent, what type of residence do you live in? (Read List)

[01] A single-family house

[02] A 2 family

[03] Three family housing

[04] A building with 4 or more units

[05] A public housing development

[96] Other Please Specify _____

[97] Don't Know

[98] Refused

20. Q24. Into which of the following categories does your 2010 household income fall before taxes?

Less than \$20,000

\$20,000 to just under \$40,000

\$40,000 to just under \$60,000

\$60,000 to just under \$80,000

\$80,000 to just under \$100,000

\$100,000 to just under \$120,000

\$120,000 to just under \$140,000

\$140,000 to just under \$160,000

\$160,000 to just under \$180,000

\$180,000 to just under \$200,000

\$200,000 to just under \$220,000

\$220,000 to just under \$240,000

\$240,000 to just under \$260,000

\$260,000 to just under \$280,000

\$280,000 to just under \$300,000

\$300,000 and above

Refused

Don't know

21. Are you of Hispanic, Latino or Spanish origin?[IF YES, ASK THE FOLLOWING]: "and would you describe your origins as Mexican, Mexican American and/or Chicano, Puerto Rican, or Cuban?"

[01] No, not of Hispanic, Latino or Spanish origin

[02] Yes: Mexican, Mexican American or Chicano

[03] Yes: Puerto Rican

[04] Yes: Cuban

[96] Other Specify _____

[97] Don't Know

[98] Refused

22. Q25. What is your race? Would you say... [READ LIST] [IF RESPONSE IS HISPANIC, ASK FOR RACE]

[01] White

[02] African-American

[03] Asian/Pacific Islander

[04] American Indian

[96] Other Specify _____

[97] Don't Know

[98] Refused

23. Q26. Are you presently?

[01] Employed

[02] Unemployed

[03] a Student

[04] a Housewife

[05] Retired

[06] Self-employed

[07] Disabled

[96] Other Please Specify _____ (do not read)

[98] Refused

24. Q27. What is your marital status?

[01] Married

[02] Living with a partner, but not married

[03] Single (Never married)

[04] Widowed

[04] Widowed
[05] Divorced/Separated
[98] Refused (DO NOT READ)

THANK YOU!

C: WEIGHTED AVERAGE CUSTOMER SERVICE RATINGS

Department	Treasury	Clerks	T&P	*311	Police	Water	DPW	Elections	ISD	Libraries
2006	3.69	3.86	3.36	4.08	3.79	3.59	3.70	4.66	3.60	4.16
2008	3.83	4.06	3.49	4.22	3.98	3.60	3.88	4.17	3.63	4.21
2011	3.93	4.14	3.55	4.08	4.07	3.82	3.97	4.18	3.26	4.29
Difference	2.72%	1.97%	1.72%	-3.16%	2.40%	6.17%	2.26%	0.31%	-10.09%	1.85%

year	Services for Youth	Police services	Fire services	Public schools	Traffic enforcement	Garbage collection	Recycling	Yard waste pick-up	Street maintenance (pot-holes, paving, etc.)	Street cleaning	Snow removal	Sidewalk maintenance	Recreation programs	Appearance/maintenance of parks	Code enforcement (weeds, abandoned buildings, etc.)	Public library services
2006	3.33	3.85	4.24	3.39	3.43	3.90	3.94	3.68	3.11	3.76	3.37	3.34	3.46	3.63	3.34	3.97
2008	3.55	3.96	4.35	3.48	3.49	4.07	3.99	3.85	3.30	4.02	3.55	3.52	3.61	3.86	3.32	4.03
2011	3.59	4.11	4.38	3.37	3.38	4.09	3.99	3.94	2.87	3.96	3.63	3.30	3.58	3.93	3.17	3.98
Difference	1.20%	3.61%	0.87%	-3.18%	-3.15%	0.48%	-0.06%	2.40%	-12.96%	-1.54%	2.34%	-6.14%	-0.73%	1.85%	-4.43%	-1.24%



SOMERVILLE, MA A REPORT ON WELLBEING

For questions, please contact either
Tara Acker or Daniel Hadley in the SomerStat Office.
617-625-6600, or dial 311 from inside of Somerville



THANK YOU